

# FY2015 Budget Workshop #1

John McDonough  
City Manager

April 29, 2014







# FY2015 Budget Calendar

March – April	Departmental Budget Hearings/Finance Review Phase
April – May	Senior Management/Mayor Review Phase
April 29	Budget Workshop #1
May 6	Budget Workshop #2
May 20	City Council Budget Presentation (Proposed Budget)
June 3	1 <sup>st</sup> Public Hearing on FY15 Budget and Discussion
June 17	Final Public Hearing and Adoption by City Council



# City Council Priorities





# Purpose of Meeting

- To receive feedback and direction from City Council as we develop the FY15 Budget
- Review and validate FY15 planning assumptions
- Understand Public Safety, General Government Services, Public Works, Recreation, and Facilities priorities as part of an overall citywide service delivery and capital program



# Priority Driven Programming

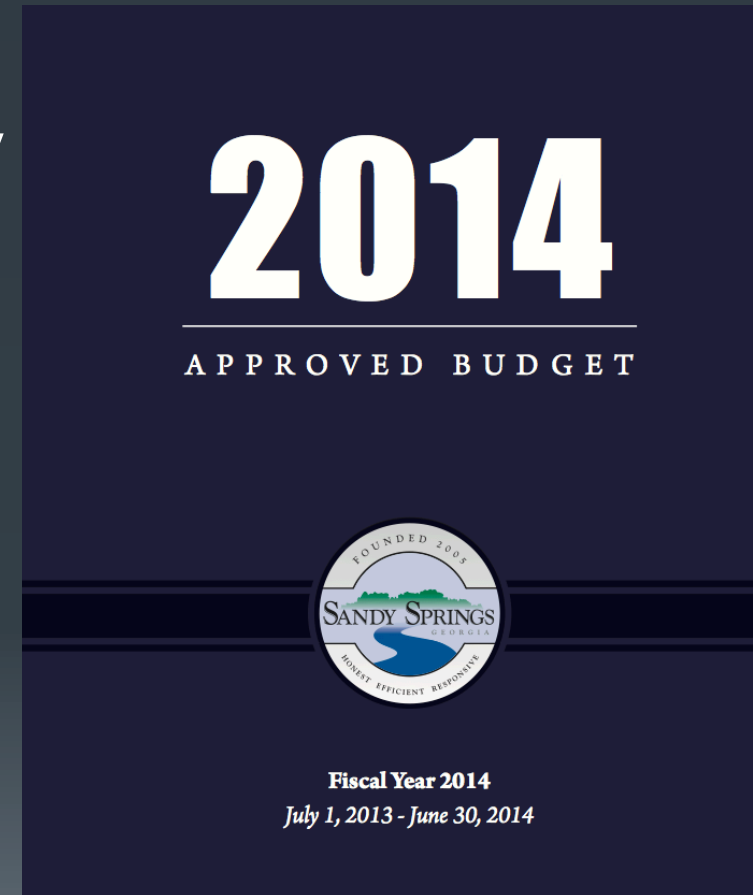
5





# Priority Based Budgeting

- Unique approach to budgeting
- Calendar set and published early, begins with validation of priorities by Council at Annual Council Retreat
- City Manager holds Budget Hearings in mid-April with Department heads to review current year budget projections and requested enhancements
- All requests should be tied to Council's adopted priorities
- Identify assumptions and validate them early in budget process







# Capital Improvement Project Budgeting

- Capital Budgeting Process
  - Based on priorities validated during Annual Retreat
  - Projects recommended during the year by Council
  - Vetted by staff prior to placing on ballot
  - Ballot is given to Mayor and Councilmembers at first Budget Workshop
  - Mayor and Councilmembers rank priority areas
  - Ballots are returned to City Managers Office where they are averaged and available funds are applied until dollars are exhausted

# Review of Potential FY14 Citywide Capital Projects

## Citywide Capital Projects (Consolidated Rankings)

1. Rank Categories		
2. Estimate Allocation within Each Category		
Priority		Proposed
	Abernathy Greenway Park	750,000
	Abernathy/Johnson Ferry Roadway Improvements	500,000
	Bridge and Dam Improvement Program (Ped Bridge on Dunwoody Club)	250,000
	Hammond Park Improvements	250,000
	Intersection Improvement Program	300,000
	Lost Corner Preserve	425,000
	Pavement Management/Resurfacing	3,000,000
	Roswell Road Streetscape - City Limit North to Long Island Design (T-0019)	150,000
	Sandy Springs Tennis Center Improvements - Phase I	500,000
	Sidewalk Program	500,000
	Traffic Management Center	350,000
<b>TOTAL</b>		<b>\$6,975,000</b>



# Review of Potential FY14 Citywide Capital Projects

## Citywide Capital Projects (Consolidated Rankings)

1. Rank Categories		
2. Estimate Allocation within Each Category		
PRIORITY		Est. Allocation
1	Pavement Management/Resurfacing	\$3,000,000
2	Traffic Management Center	\$350,000
2	Abernathy Greenway Park	\$750,000
4	Intersection Improvement Program	\$300,000
5	Abernathy / Johnson Ferry Roadway Improvements	\$500,000
6	Bridge and Dam Improvement Program (Ped Bridge on Dunwoody Club)	\$250,000
7	Sidewalk Program	\$500,000
8	Lost Corner Preserve	\$425,000
9	Roswell Road Streetscape - City Limit North to Long Island Design (T-0019)	\$150,000
9	Hammond Park Improvements	\$250,000
11	Sandy Springs Tennis Center Improvements - Phase I	\$500,000
	Total	\$6,975,000

# Recommended FY14 Citywide Capital Projects

## Citywide Capital Projects (Consolidated Rankings)

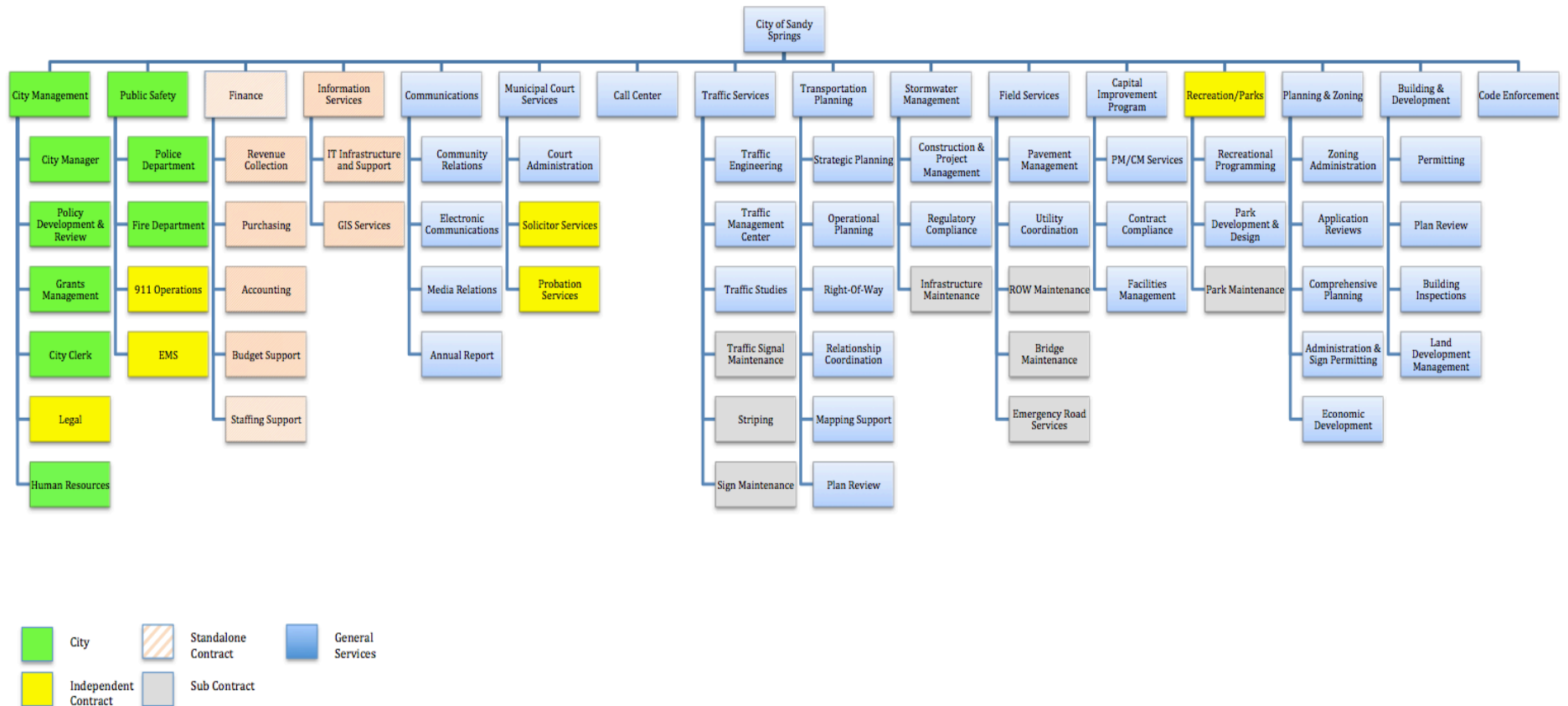
1. Rank Categories			
2. Estimate Allocation within Each Category			
PRIORITY		Est. Allocation	Amount
1	Pavement Management/Resurfacing	\$3,000,000	\$3,000,000
2	Traffic Management Center	\$350,000	\$350,000
2	Abernathy Greenway Park	\$750,000	\$750,000
4	Intersection Improvement Program	\$300,000	\$300,000
5	Abernathy / Johnson Ferry Roadway Improvements	\$500,000	\$154,882
6	Bridge and Dam Improvement Program (Ped Bridge on Dunwoody Club)	\$250,000	
7	Sidewalk Program	\$500,000	
8	Lost Corner Preserve	\$425,000	
9	Roswell Road Streetscape - City Limit North to Long Island Design (T-0019)	\$150,000	
9	Hammond Park Improvements	\$250,000	
11	Sandy Springs Tennis Center Improvements - Phase I	\$500,000	
	Total	\$6,975,000	

**Amount Available \$4,554,882**





# Work Breakdown Structure





# Karen Ellis

## Finance Director







# Considerations Used in Budget Forecasting

- With a positive upturn to the housing and development market, property taxes are anticipated to be at least level to our current year collections.
- Unknown impact of changes to Georgia's motor vehicle title tax/ad valorem laws
- Sales tax revenues are unpredictable
- Georgia Power franchise fee and insurance premium tax continue to fluctuate
- COSS Unemployment rates have improved slightly from last year to 5.5% (3/2014)



# Economic Conditions

- The country has made economic progress, and is transitioning to better conditions
- Market strategists and economists continue to expect slow recovery – growth has been moderate
- Slowed growth will continue to affect Sandy Springs as the economy moves towards a more positive outlook



# Operating Departments

Sandy Springs Police Department





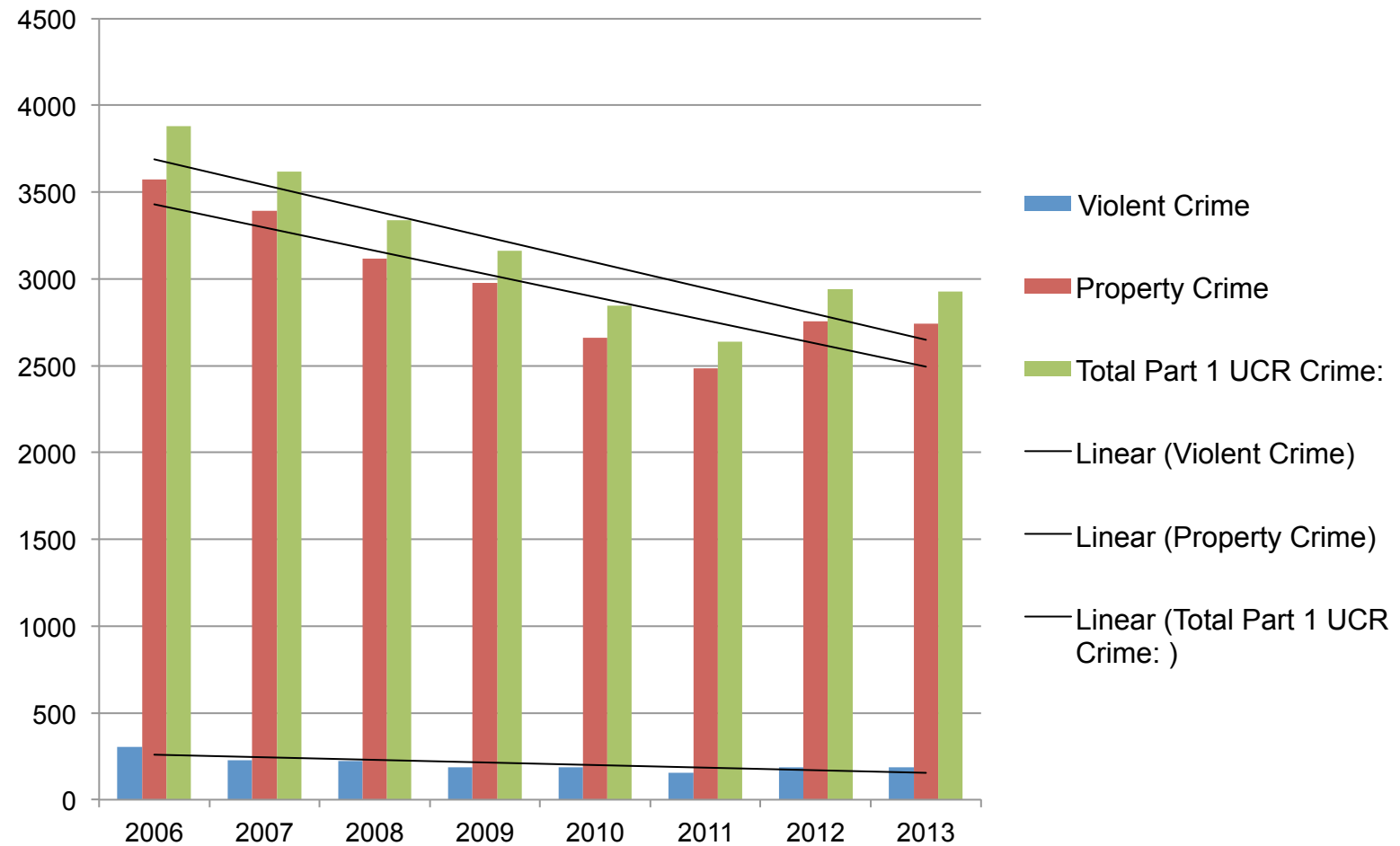


# Sandy Springs Police Department

A nationally accredited,  
full service agency



# Crime Stats





# FY15 Goals

- Continue to reduce overall crime
  - Neighborhood safety
  - Vehicle break-ins
- Enhance access to police services
  - Kiosk at Police Department
  - Online reporting and accident retrieval
  - Introduction of Sandy Springs Emergency Response Vehicle (SSERV)
- Maximize use of Citizens on Patrol, Reserve staff and part-time officers
- Reduction in False Alarm Calls
- Enhance preparedness for major incidents and emerging threats





# FY15 Priorities

- Second propane filling station
- Radio Infrastructure - continuation of radio purchases
- Complete training facility with defensive tactics room
- Development of department leadership







# FY15 Enhancements

- Vehicle replacement of 18 vehicles
- Restore 5 propane vehicles
- Replace 65 ballistic vests
- Complete patrol vehicle laptops replacement
- Portable and In-car Radio enhancements
- Complete propane systems on last 25 vehicles
- Replacement of 75 tasers (upgrades from X-26 to X-2)
- 4 PT positions:
  - GCIC Specialist
  - SSERV
  - Park Security





# Discussion



# Operating Departments

Sandy Springs Fire Rescue







# Sandy Springs Fire Rescue



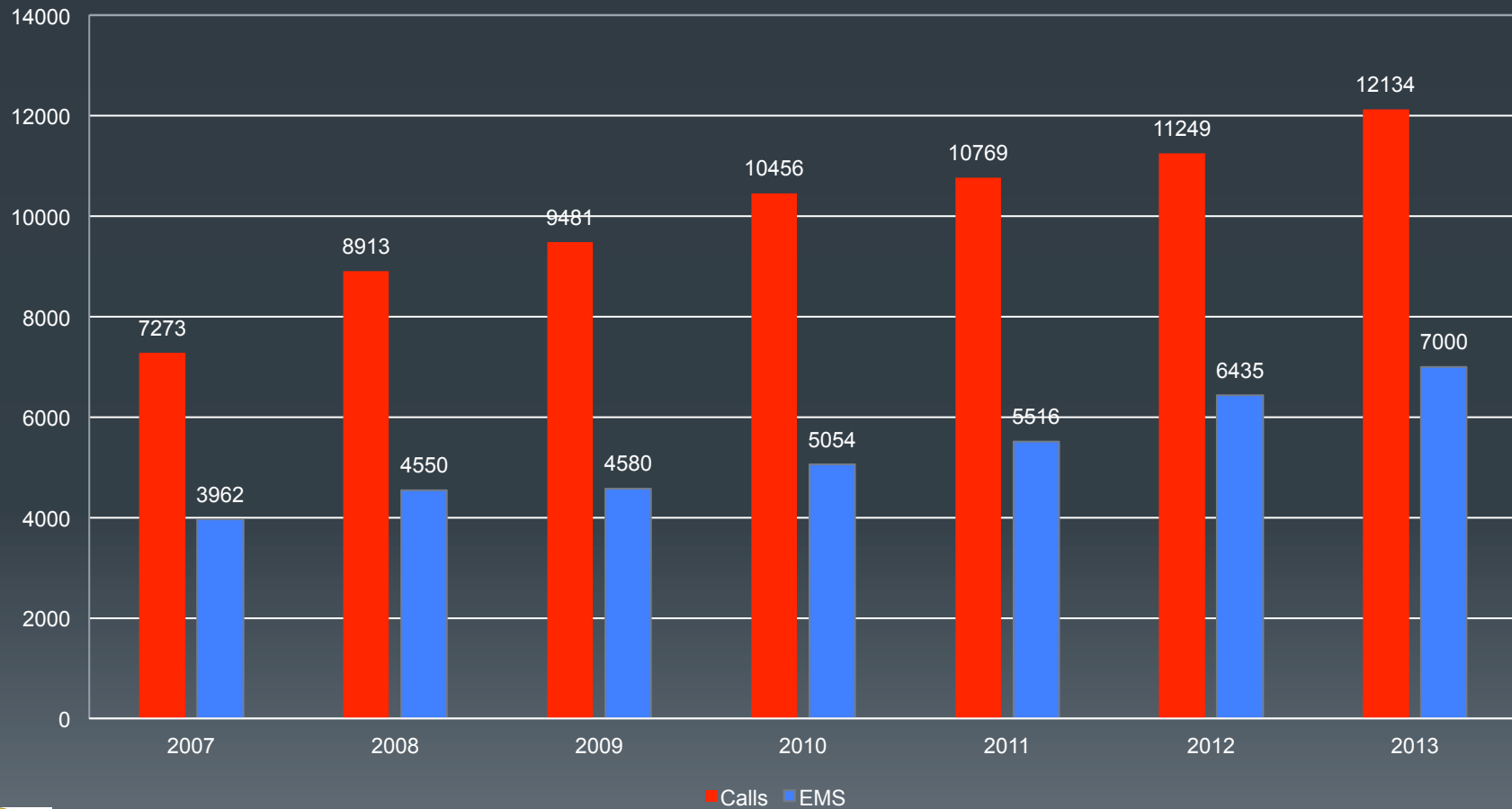




# Sandy Springs Fire Rescue

24

## Total Incidents and EMS





# FY15 Goals

- Improve community awareness
  - Increase presence in the community to expand fire safety message
  - Strengthen our CPR/AED program
  - Expand smoke detector education and installation program
  - Improve address markings to enhance 911 response
- Enhance CERT capabilities
  - Recruit and educate more members, strengthen ways to retain current members
  - Develop a spare vehicle use initiative like the COPs
- Expand emergency preparedness capabilities
- Improve emergency communications





# FY15 Priorities

- Work with EMS and 911 partners to decrease dispatch and response times for fire and EMS calls
- Edify training within the department
  - Officer core classes focusing on achieving national standard certifications
  - Work on the Pipeline Safety training initiative
- Expand employee Health and Safety program to reduce injuries
- Strengthen hydrant inspection program to include private streets and condos







# FY15 Enhancements

- Replacement of Mobile Data Computers (MDT)
  - Computers are dated / no longer serviceable
- Replacement of 4 Vehicles
  - (3-Inspector P/U's & 1-Rescue)-Mileage, Age
- Upgrading Firefighter Gear
  - Annual replacement program
- Fire Station 4 renovations
  - Planned upgrades continuing from FY14
- Purchase of new portable and mobile radios





# Emergency Medical Services

- FY15 Goals
  - Provide superb medical services with high quality personnel and equipment
- FY15 Priorities
  - Maintain current resource commitment: 5 peak / 3 off-peak ambulances, and renegotiate contract for improved savings without any reductions in services or care
  - RMA replaced their fleet with new ambulances in 2013
- Calendar Year 2013 Response Results
  - Ambulances arrived within 7 minutes 59 seconds to emergency calls 92% of the time; avg. response time 7:01
  - Ambulances arrived within 14 minutes 59 seconds to non-emergency calls 96% of the time





# ChatComm E911 Services

- FY15 Goals
  - Provide excellent 911 call taking and public safety dispatching services
- FY15 Priorities
  - Maintain current performance metrics on call answering and call processing for High Priority calls
  - Execute contracted technology upgrades noted in contract extension through August 2019
  - Achieve CALEA accreditation, IAED EMD and EFD re-accreditation
- CY2013 Performance metrics
  - Call answering 92.2% of 911 calls answered within 10 seconds
  - 94.3% of High Priority calls processed for dispatch within 60 seconds





# Discussion



# General Government Services Contracts







# Finance

- FY15 Goals
  - Provide excellent financial services support for the City as well as improving procedures which contribute to efficiency
- FY15 Priorities
  - Streamline Purchasing procedures
  - Improve Payables process
- Calendar Year 2013 Results
  - Reduced time frame for annual audit resulting in City's Audited Financial Report available at an earlier date
  - Reduction in check runs to twice weekly
- FTEs
  - FY 2012 – 2014      18.5 FTEs
  - Proposed FY 2015 19 FTEs





# Information Technology

## ■ FY15 Goals

- Improve server performance platform by expanding current hardware
- Improve perimeter and data security by implementing additional security services

## ■ FY15 Priorities

- Focus on improved reporting options for all business data
- Improve network security through automation tools

## ■ FY14 Summary

- 11 FTEs dedicated to the City
- 2,663 Service/Support request
- 99.64% Uptime of all systems
- CISSP and CCNP certifications of Staff



# Communications

- FY15 Goals
  - Convey the key messages of the City to internal and external audiences
  - Facilitate citizen input and feedback concerning programs and policies to aid in the decision-making processes of the City
  - Reinforce the City's identity, including promoting a strong, positive city image outside the Sandy Springs area among target audiences that are vital to the community's economic well-being
- FY15 Priorities
  - Expand the breadth of easily accessible information through refinement of the City's website content
  - Refine use of a variety of media platforms that reach the City's various constituencies, providing users with a sense of community
  - Provide consistent flow of information regarding City Center progress
- Current FTE Count (4)



# Municipal Court

- FY15 Goals
  - Accurately maintain, safeguard and store all Court documents as well as ensure all monies are disbursed as directed by law
- FY15 Priorities
  - Maintain day to day operations in accordance with Court Policy and Procedures
  - Complete a review of all open cases over 2 years old
  - Review case management software options
- Calendar Year 2013 Statistics
  - 2014: 7,929 (YTD)
  - 2013: 23,654
  - 2012: 20,021
  - FTE: 10 FT / 2 PT





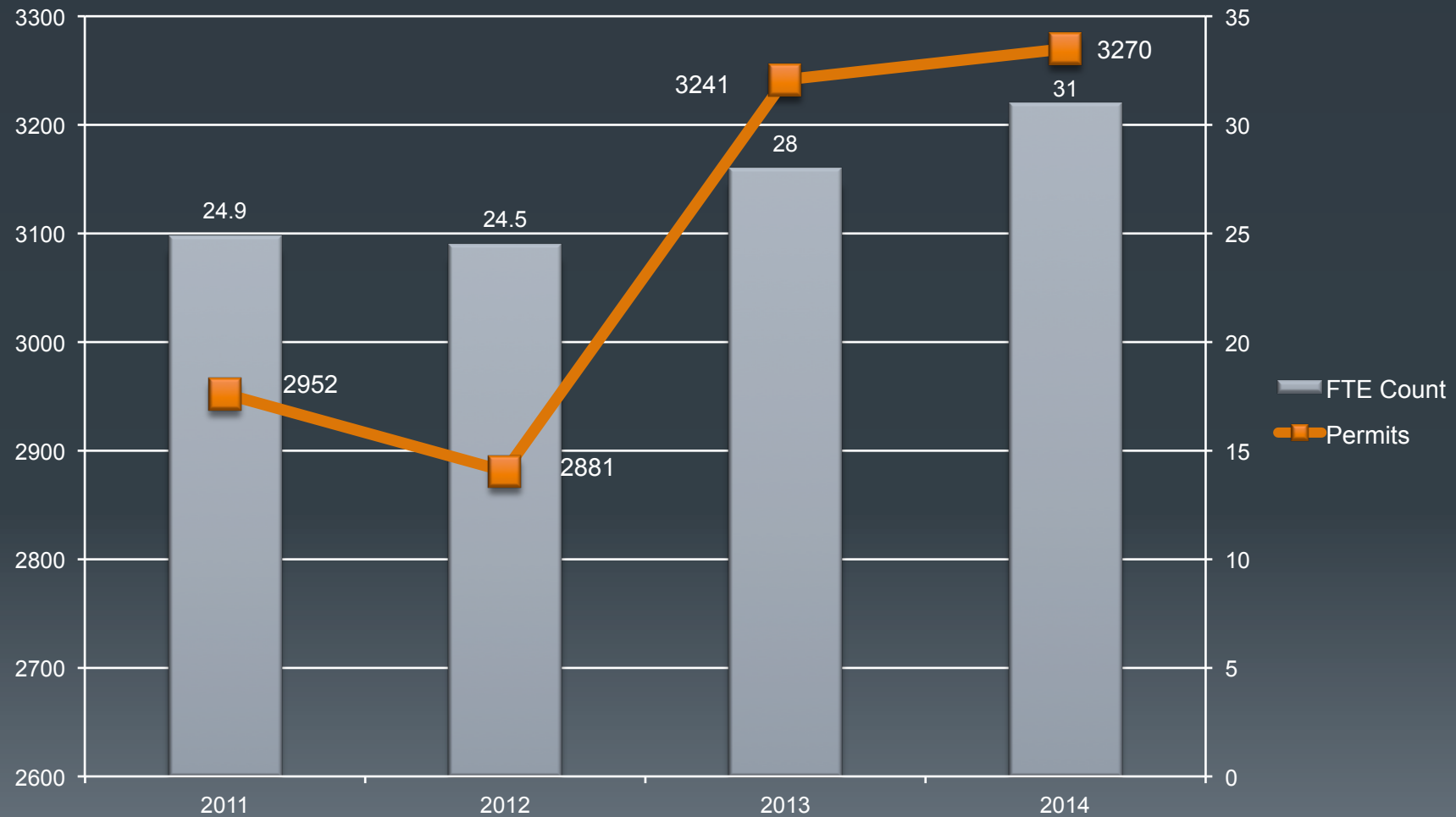
# Community Development

## FY15 Priorities

- Continue to meet next day commitment for building and site inspections for all requests made by 2 PM
- Enhanced plan review and site inspections throughout construction for erosion control and storm water facilities, particularly on single family development
- Continue to reduce plan review turn around, particularly for renovations, additions and smaller projects
- Calendar Year 2013 Statistics
  - Building Inspections: 12,697
  - Construction Inspections: 2,839
  - New Single Family permits: 301
- Staffing Levels
  - 2014: 31 FTE



# Community Development Staffing and Permitting Growth





# Community Development

- Increase Building and Inspection Unit resources to meet additional development demand
  - Building Inspector (1.0 FTE)
  - Land Development Inspector (.4 FTE)
  - Planning Technician (1.0 FTE)
  - Plan Review Engineer (.6 FTE)
- Energov Implementation





# Economic Development

- FY15 Goals
  - Market attributes which differentiate City from competition within the region
  - Support retention and expansion efforts for existing businesses
  - Support City Center effort to create a focus for community
- FY15 Priorities
  - Better align strategy, operations and resources of our economic development partners
  - Refine marketing campaign that is targeted to specific industries
  - Expand retention outreach efforts
  - Establish redevelopment strategy for aging retail and housing districts
- Calendar Year 2013 Statistics and Resources
  - Number of businesses (6/2013): 5,502
  - FTE: 1
  - Marketing budget: \$35,000
  - Retention meetings: 40
- Request:
  - Add .5 FTE Economic Development Specialist to assist with small business, restaurant recruitment and retention



# Public Works

## ■ FY15 Goals

- Deliver approved capital projects on time and on budget
- Promote environmentally sensitive infrastructure solutions
  - *Transportation (LED lighting/traffic signals, innovative traffic solutions such as ATMS/traffic adaptive software/etc. to minimize congestion and pollution)*
  - *Stormwater (watershed improvement project - Marsh Creek Headwaters)*
- Utilize resources to deliver safe, efficient, and responsive public services (emergency response, customer call backs, etc.)
- Maintain the City's infrastructure to a set level of service based on available resources
- Maintain a high level of community appearance

## ■ FY15 Priorities

- Support for City Center Phase I development process
- Provide a safe, sustainable transportation system that is sensitive to its citizens and environment
- Customer service responsiveness
- Leverage local funding with outside funds



# Public Works

- FY14 Highlights
  - 28.5 FTEs dedicated to the City
  - 3,740 service requests received/processed through department
  - Outside funding obtained – GDOT Off System Safety funds (\$70+k), CMAQ grant PCID ATMS (\$1.2M), GDOT/ARC SR9 ATMS Ph2 (\$1.32M), GDOT LMIG (\$636k), and 319h Grant (\$387k)
  - Projects delivered:
    - 39 stormwater projects completed
    - 24 miles of road paved
    - 2,200 linear feet of guard rail replaced
    - Dunwoody Club pedestrian bridge installed
    - Wright Road/Johnson Ferry signal let to construction
    - HAWK pedestrian signal installed on Roswell Rd.
    - Demolished old Target and Waffle House buildings
    - Completed Marsh Creek conceptual design
    - Completed CDBG Phase 1 and Hightower Trail sidewalks and awarded phase 2 for construction
    - Awarded construction contract for T-0012 Roswell Road streetscape
    - Installed phase 1 MARTA bus shelter upgrades in City Center
    - Awarded construction contract for T-0040 Glenridge Drive at High Point
    - Completed demolition of FEMA Hazard Mitigation Grant Program (HMGP) properties (11 in all)
    - Installed overhead illuminated street name signs at 11 locations
    - Installed two new vehicle ahead flashing beacons and added pilot lights to 19 other locations
    - Completed T-0013 Roswell Road Ph1 ATMS project
    - Installed striping and signs along Spalding Drive funded by GDOT off system safety funds





# Recreation and Parks

## ■ FY15 Priorities

- Construct Hammond Park vehicle storage facility, parking lot light system and the police propane gas station by January 2015
- Install lighting for night use at Dunwoody Springs Elementary School turf field by August 2014
- Continue minor park upgrades as funding allows at all parks

## ■ FY14 Highlights

- 85,000 participants in department offerings
- 8 FTE, 63 PTE



# General Government Contract Service Partners

General Government Services	Public Works Subcontractor
ST Services of Georgia – Financial Services	Blount – Street Maintenance
InterDev – Information Services	Optech – Parks, ROW and Street Cleaning
The Collaborative - Communications	ProCutters – Mowing on Interstates
Jacobs – Municipal Court	Tree Removal
Call Center – Faneuil	Siemens – Traffic Signals
Public Works - URS	Wildcat Striping – Road Striping
Jacobs – Recreation and Parks	Road Signage
The Collaborative – Community Development	



# Public Safety Contract Service Partners

Public Safety Services
ChatComm – E911 Services
Rural Metro Ambulance – Ambulance Services



# Operational Enhancements

- Financial Services (\$39,343.20 enhancement /\$41,820.53 escalator)
  - Increase .5 Buyer to 1.0FTE to assist with increased procurement workload
- Communications (\$29,376.00 enhancement/\$11,292 escalator)
  - Same staffing, promotion of 1.0 Communications Editor to Communications Editor Lead I
- Public Works (\$95,000 enhancement/\$123,138.60 escalator)
  - Increasing “as needed” work allocation from \$80,000 to \$175,000 to assist with additional traffic/transportation work.
- Community Development & Economic Development (\$166,416.64 enhancement/\$70,443.00 escalator)
  - Additional staff of 1.0 FTE Building Inspector, .4 FTE Land Development Inspector and .5 FTE Economic Development Specialist.





# Preliminary Task Order Analysis

Firm/Work Package	NTE Escalator	Actual Escalator	FY14 Amount	FY15 Amount	Difference
Finance/ST Services	2.50%	2.50%	\$1,673,836.00	\$1,755,000.00	4.85%
Information Services/ InterDev	5.25%	3.50%	1,315,828.80	1,361,882.81	3.50%
Communications/ Collaborative	2.20%	2.20%	513,249.00	549,917.00	7.14%
Municipal Court/Jacobs	3.00%	.86%	1,093,219.00	1,102,660.00	.86%
Call Center/Faneuil	n/a	n/a	819,757.26	450,537.98	-45.04%
Public Works/URS	4.00%	3.50%	3,514,549.00	3,732,558.22	6.20%
Recreation/Jacobs	3.00%	.86%	1,033,822.00	1,042,912.00	.86%
Community Development/ Collaborative	2.20%	2.20%	3,201,969.00	3,434,961.12	7.28%
	Total	3.14%	\$13,166,230.06	\$13,434,296.96	2.01%

*\*Re-bid during FY14 and awarded to Faneuil, resulting in annualized savings of \$369,218*



# Public Works Contractor Analysis

Firm/Service	Escalator	FY14 Amount	FY15 Amount	Difference
Blount (Street Maintenance)	0%	\$1,445,000	\$1,445,000	0%
Optech (Park Maintenance, ROW, Street Cleaning)	0%	2,720,000	2,720,000	0%
ProCutters (Mowing on Interstates)	0%	220,000	220,000	0%
(Tree Removal)	*	200,000	*	*
(Road Signage)	*	310,000	*	*
Siemens (Traffic Signals)	3.0%	550,000	566,500	3.0%
Wildcat Striping (Road Striping)	2.0%	125,000	150,000	2.0%
<b>Total</b>	<b>3.0%</b>	<b>\$5,570,000</b>	<b>\$5,619,000</b>	<b>.88%</b>

*\*Currently out for bid.*



# FY15 Budget Assumptions – Operating

- Fixed Cost of General Government Services Contracts - \$13,434,426.35 (+2.04%)
- Renewal of subcontractor agreements - \$5,619,000 (.88%)
- Continued funding for Police Fleet Replacement Program - \$626,840
- Vehicle Acquisition Costs - \$115,000 (4 Fire)
- Upgrade Court Management System - \$100,000
- Upgrade Community Development System - \$170,000
- Continued funding for Community Events/Non-profits - \$467,500
- Funding for bi-annual Household Hazardous Waste Event - \$75,000
- Debt service for Fire Department - \$774,316
- E-911 Center operation - \$700,000
- Continued EMS subsidy for enhanced service - \$450,000





# Non-Profit Summary

- Direct allocations:

■ Heritage Green*	\$75,000
■ Keep Sandy Springs Beautiful*	\$60,000
■ Sandy Springs Youth Sports*	\$127,500
■ Community Assistance Center	\$100,000

■ Call for Proposals	\$105,000
----------------------	-----------

<b>TOTAL</b>	<b>\$467,500</b>
--------------	------------------

*\*Service Contracts*



# FY15 Budget Assumptions – Capital

- Continued funding for City Center Phase I Priority Projects - \$13,500,000
- Continued funding for Stormwater Infrastructure Improvements - \$1,750,000
- Pavement Management Program - \$2,000,000
- Intersection Improvements for Heards Ferry - \$2,000,000
- Riverside Drive Interchange Beautification Enhancement - \$500,000
- FCC Mandatory Portable Radio Update by 2017 - \$400,000
- Dupree Sidewalk to New Heards Ferry School - \$425,000
- Left Turn Lane at Interstate North Parkway/Rivers Edge - \$300,000
- T-0039 Spalding Drive/Mount Vernon Intersection - \$400,000
- C-0007 Marsh Creek BMP Contingency - \$250,000
- Transfer of funds from Morgan Falls Road – (\$1,000,000)



# Capital Projects



## T-0046 Carpenter at SR9 Realignment

FY15 Suggested Priorities	Amount
Estimated for Design and Construction	\$900,000
<b>TOTAL</b>	<b>\$900,000</b>



*\*\$862,000 currently budgeted for ROW acquisition*





# Sidewalk Program

<b>FY15 Suggested Priorities</b>	<b>Amount</b>
Dalrymple to Spalding (East of North Springs High School)	\$55,000
Hammond – Mitchell to Long Island	85,000
Interstate North Parkway – Northside to County Line	370,000
Stella – Dudley to City Limit	213,000
<b>TOTAL</b>	<b>\$723,000</b>



# Abernathy/Johnson Ferry Roadway Improvements

<b>FY15 Suggested Priorities</b>	<b>Amount</b>
Completion of Johnson Ferry Streetscapes (lighting/pavers/ landscape)	\$200,000
Abernathy Pedestrian Lighting @ Greenway (Wright/Brandon Mill (60 lights)	420,000
Abernathy Pedestrian Lighting from Wright Road to Roswell Road (30 lights)	200,000
<b>TOTAL</b>	<b>\$820,000</b>



# Intersection Improvement Program

FY15 Suggested Priorities	Amount
<a href="#"><u>Northridge at Colquitt – Traffic Signal</u></a>	\$135,000
<a href="#"><u>Mt. Paran at Powers Ferry – Traffic Signal</u></a>	150,000
Powers Ferry at Northside Drive – Traffic Signal Replacement	200,000
<a href="#"><u>Powers Ferry at New Northside Drive – Traffic Signal Replacement</u></a>	175,000
<a href="#"><u>Roswell Road at Grogans Bluff – Traffic Signal/Drive Assess Alterations</u></a>	200,000
<a href="#"><u>Johnson Ferry at Glenridge – Channelization Islands and striping</u></a>	30,000
<b>TOTAL</b>	<b>\$890,000</b>



# Sandy Springs Tennis Center Improvements

FY15 Suggested Priorities	Amount
Construction to cover four existing courts*	\$500,000
<b>TOTAL</b>	<b>\$500,000</b>

*\*Groslimond Tennis Services, Inc. has commitments to match any funds appropriated by the City to support this project.*







# Traffic Management Center

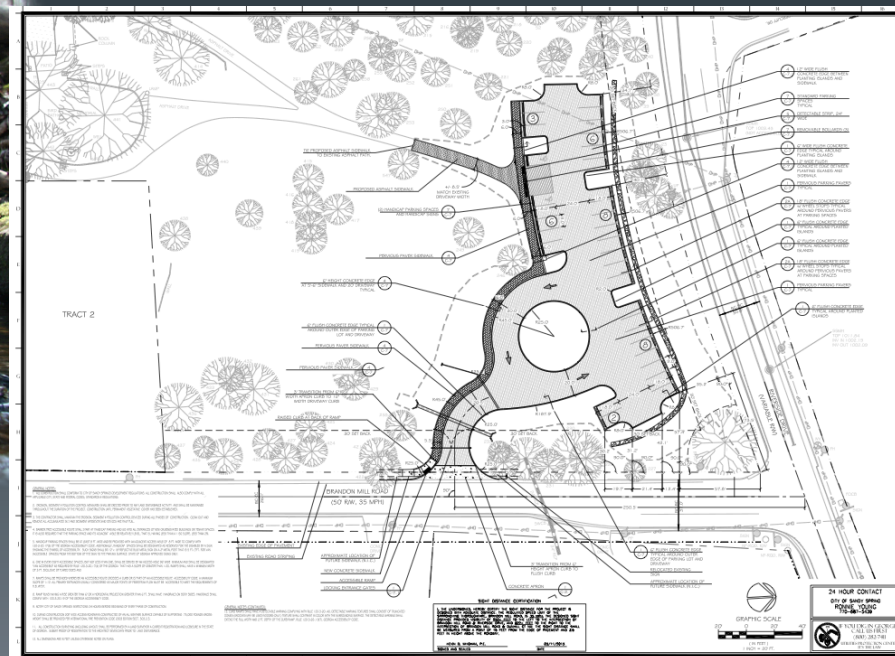
FY15 Suggested Priorities	Amount
Installation of Fiber; Additional SCOOT Projects	\$350,000
<b>TOTAL</b>	<b>\$350,000</b>





# Lost Corner Preserve

FY15 Suggested Priorities	Amount
Entrance and Parking Lot	\$350,000
<b>TOTAL</b>	<b>\$350,000</b>







# Windsor Parkway Pedestrian Bridge

FY15 Suggested Priorities	Amount
Estimated for Design and Construction	\$250,000
<b>TOTAL</b>	<b>\$250,000</b>





# Old Riverside Drive Park

FY15 Suggested Priorities	Amount
Estimated for Design	\$250,000
<b>TOTAL</b>	<b>\$250,000</b>







# Spalding Drive Park (Cowart Property)

FY15 Suggested Priorities	Amount
Estimated for Design	\$100,000
<b>TOTAL</b>	<b>\$100,000</b>





# Review of Potential FY15 Citywide Capital Projects



## FY15 Citywide Capital Projects (Consolidated Rankings)

1. Rank Categories		
2. Estimated Allocation within Each Category		
Priority		Proposed
	T-0046 Carpenter at SR9 Realignment	900,000
	Sidewalk Program	750,000
	Abernathy/Johnson Ferry Roadway Improvements	500,000
	Intersection Improvement Program	500,000
	Sandy Springs Tennis Center Improvements	500,000
	Traffic Management Center	350,000
	Lost Corner Preserve Entrance and Parking Lot	350,000
	Windsor Parkway Pedestrian Bridge	250,000
	Old Riverside Drive Park	250,000
	Spalding Drive Park (Cowart Property)	100,000
TOTAL		\$4,450,000



# Capital Investments

- Since incorporation, \$185,276,788 has been invested in capital improvements.

	<u>CIP Fund</u>	<u>Stormwater Fund</u>	<u>Total</u>
<b>FY 06</b>	0	0	<b>0</b>
<b>FY 07</b>	\$ 6,180,936	0	<b>\$ 6,180,936</b>
<b>FY 08</b>	15,540,483	450,000	<b>15,990,483</b>
<b>FY 09</b>	29,590,824	1,800,000	<b>31,390,824</b>
<b>FY 10</b>	23,647,716	500,000	<b>24,147,716</b>
<b>FY 11</b>	14,900,001	1,800,000	<b>16,700,001</b>
<b>FY 12</b>	12,320,198	2,500,000	<b>14,820,198</b>
<b>FY 13</b>	23,570,000	2,500,000	<b>26,070,000</b>
<b>FY 14</b>	24,126,630	1,600,000	<b>25,726,630</b>
<b>FY 15</b>	22,500,000	1,750,000	<b>24,250,000</b>
<b>TOTAL</b>	<b>\$ 172,376,788</b>	<b>\$ 12,900,000</b>	<b>\$ 185,276,788</b>



# Discussion

